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Human resources management

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Report of the Advisory Committee on Administrative and Budgetary Questions

I. Introduction

1. The Advisory Committee on Administrative and Budgetary Questions has considered the following reports of the Secretary-General:

(a) Overview of human resources management reform (A/65/305);

(b) Contractual arrangements and harmonization of conditions of service (A/65/305/Add.1);

(c) Comprehensive assessment of the system of geographical distribution and assessment of the issues relating to possible changes in the number of posts subject to the system of geographical distribution (A/65/305/Add.2);

(d) Talent Management tool, Inspira (A/65/305/Add.3);

(e) Young professionals programme (A/65/305/Add.4);

(f) Practice of the Secretary-General in disciplinary matters and possible criminal behaviour, 1 July 2009 to 30 June 2010 (A/65/180);

(g) Provisional Staff Rules (A/65/202);

(h) Amendments to the Staff Regulations (A/65/213);

(i) Ethics in the United Nations system (A/65/345/Add.1);

(j) Measures taken to address systemic human resources issues raised by the Office of the United Nations Ombudsman and Mediation Services (A/65/332).

2. The Committee also had before it the following reports of the Secretary-General on the composition of the Secretariat: (a) staff demographics (A/65/350); and (b) gratis personnel, retirees and consultants (A/65/350/Add.1). In addition, the Committee had before it for information the report of the Joint Inspection Unit

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entitled "Ethics in the United Nations system" (A/65/345). During its consideration of the reports, the Committee met with representatives of the Secretary-General, who provided additional information and clarification. At their request, the Committee also met with representatives of the New York Staff Union and, by videoconference, with representatives of the Vienna Staff Union and staff participants in the Staff-Management Coordination Committee.

3. Sections II to VI of the present report deal with the report of the Secretary-General entitled "Overview of human resources management reform" and the addenda thereto, as listed in subparagraphs 1 (a) to (e) above. Sections VII to XI deal with other reports of the Secretary-General related to human resources management, as listed in subparagraphs 1 (f) to (j) above.

4. The present report should be read in conjunction with the report of the Advisory Committee in document A/64/518. The General Assembly deferred consideration of that report until its sixty-fifth session (decision 64/546).

II. Overview of human resources management reform

5. The report of the Secretary-General contained in document A/65/305 provides an overview of progress in implementation of General Assembly resolution 63/250 and sets out what the Secretary-General views as the next steps. **The Advisory Committee recognizes the efforts made by the Secretary-General to address the issues raised in Assembly resolution 63/250.**

6. Many of the issues covered in the overview report are dealt with in greater detail in the addenda to that report. The Advisory Committee therefore discusses issues of a general nature in the present section and comments on the specific issues raised in the addenda in sections III to VI below.

Workforce planning

7. A Secretariat-wide, long-term workforce planning exercise was undertaken in 2009 to compare the supply of available staff in the Organization with the projected staffing demands in order to determine future gaps. The results seem to indicate that long-term workforce planning is of limited added value for the Secretariat. According to the Secretary-General, the internal staff supply analysis found that the only firm variable for staff movements was retirements, while the demand analysis did not yield much additional information beyond the number of existing budgeted posts (see A/65/305, para. 33). With respect to the latter, the Advisory Committee was informed that, given the fact that the Organization was driven by mandates set by Member States, it was difficult for the Secretariat to predict what skills sets and how many staff would be needed in the various occupational groups in the future. Furthermore, on the supply side, the wave of expected retirements, which would have constituted a major demographic transition, did not appear to be occurring. The Committee notes in this connection that, in individual departments, such as the Department for General Assembly and Conference Management, there may be a significant demographic trend in this regard (see A/65/122, para. 49).

8. As a consequence, the Secretary-General indicates that he intends to focus instead on shorter-term operational workforce planning to address already identified demands in field operations. This would involve quarterly assessments of immediate

and short-term requirements for each mission by function and level against the availability of rostered candidates (see A/65/305, paras. 35 and 36).

9. **The Advisory Committee believes that the Secretary-General should have provided a more detailed analysis of why, in his opinion, the workforce planning exercise did not provide the expected results. The Committee understands the difficulty of predicting changes in mandates. It also recognizes that the staffing of the Secretariat must be dynamic and flexible in order to be able to respond to changing requirements. However, in the Committee's opinion, there is scope for forecasting requirements for major occupational groups, such as language, administrative, finance, security and political and economic affairs staff, including the number of staff needed and the skills sets required. Planning in this regard should be an attainable goal. Much of personnel policy depends upon such forecasting — from training and roster management to career modelling and mobility policy. The fact that the staffing requirements of the Organization are dependent on mandates does not preclude the Secretary-General from extrapolating future staffing needs based on experience and trends.**

Staff selection system

10. Following contractual reforms approved by the General Assembly in its resolution 63/250, the staff selection system was revised to integrate the formerly separate selection policy and processes for Headquarters and field operations into one framework. The Secretary-General reports on changes reflected in the new staff selection system, including:

(a) Automatic prescreening of candidates on the basis of questions supplied by the hiring manager. Applications are released to hiring managers on a daily basis starting on the day that the post is advertised. The expectation is that this will mean that hiring managers are provided with shorter lists of candidates to be reviewed. The 15, 30 and 60 day criteria no longer apply, meaning, among other things, that internal candidates and lateral transfers no longer must be considered before external candidates. Effectively, this will mean that every pre-screened candidate will have to be reviewed by the programme manager;

(b) A staff member holding a permanent, probationary or fixed-term appointment (with no appointment limitation) assigned from a headquarters location, including regional commissions, to a peacekeeping mission or special political mission in the field in a position one level higher than his or her current grade, may be temporarily promoted to the level of the position in the peacekeeping operation or special political mission;

(c) A staff member temporarily promoted may apply during the higher-level assignment to job openings one level higher than his or her temporary grade level, provided that he or she has spent more than one year continuously in the peacekeeping operation or special political mission in the field;

(d) A staff member who is on secondment to a fund or programme, specialized agency or organization of the United Nations common system is granted a lien against a specific post for up to two years. While on secondment, the staff member will be considered as an internal candidate for Secretariat openings and is

eligible to apply for positions one level higher than the level he or she has during the secondment;

(e) Fullest consideration for vacancies is to be given to staff already serving in the Secretariat. Prior to selection of an external candidate, the decision must be justified in writing and approved by the Office of Human Resources Management.

11. The Secretary-General requests the General Assembly to approve a reduction in the period for circulation of specific job openings from 60 to 45 days as a means to speed up the recruitment and staffing process. Although there had been a concern that reducing the advertising period would disadvantage candidates from some Member States with limited access to the United Nations website due to gaps in technology, the Secretary-General notes that the technology gap is becoming less of an issue. The Secretary-General further notes that the vast majority of applications are received in the first 45 days of posting a vacancy. **The Advisory Committee recommends approval of a reduction of the period for circulation of specific job openings from 60 to 45 days.**

12. **The Advisory Committee notes with regret that the benchmark of 120 days for filling a post (see A/55/253 and Corr.1, para. 34) is still an elusive goal.** In fact, the Secretary-General reports that in non-field locations, the average time from posting a vacancy to selection by the head of department has increased from 182 days in 2008 to 197 days in 2009, and these figures do not include the time required for onboarding (see A/65/305, para. 12). **The Committee expects that the combined effect of a reduction in the period of circulation of job openings and the efficiencies that Inspira is anticipated to bring, as well as other efficiencies planned for the central review bodies process (such as the use of virtual meetings), will enable the Secretary-General to significantly streamline the recruitment process and meet, and possibly improve upon, the 120-day benchmark.**

13. **The Advisory Committee disagrees with the proposed requirement for heads of department to justify selection of an external candidate in writing for approval by the Office of Human Resources Management. The new procedure fosters the impression that selection of external candidates is not desirable and presents onerous requirements that would discourage managers from selecting external candidates. In the Committee's view, all candidates should be assessed on the basis of the requirements of the post. In evaluating the candidates, managers should adhere to the Charter of the United Nations, General Assembly mandates and relevant staff regulations, giving due regard to the qualifications and experience of persons already in the service of the United Nations, as well as to the principles of geographical diversity and gender parity in the staffing of the Organization. Accordingly, the Committee recommends that the Assembly request the Secretary-General to delete the special procedures for the selection of external candidates from the staff selection system.**

14. As indicated in paragraph 54 of the report (A/65/305), the Office of Human Resources Management conducted a review of the roster component of Galaxy, which identified two key reasons for the limited use of pre-screened rosters, namely, insufficient information on the assessment methods used and uncertainty about the qualifications of the assessors. The Advisory Committee was informed that, in pursuance of paragraph 2.6 of the administrative instruction on the staff selection

system (ST/AI/2010/3), enhancements would be introduced in the staff selection system through the issuance of guidance manuals to provide for: (a) a common approach to conducting assessments; (b) an understanding of the role of assessment/expert panels, with the profiles of members to include subject-matter experts; (c) sharing of rostered candidates across the global Secretariat, including the field missions administered by the Department of Field Support; and (d) provision of information to the hiring manager on the assessment undertaken leading to the recommendation to place a candidate on the roster. The Committee notes these improvements, as well as the fact that Inspira will include a roster management module, which is to be rolled out in late 2010. **The Advisory Committee understands that the above-mentioned guidance manuals will be issued expeditiously. The Committee expects that a progress report on the use of rosters, including a statistical analysis, will be included in the report on human resources management to be submitted to the General Assembly at its sixty-seventh session.**

Learning

15. In paragraph 92 of his report (A/65/305), the Secretary-General indicates that the $20 million dedicated to training in the regular budget represents 1.06 per cent of staff costs and that industry best practice is a minimum of 2 per cent. Furthermore, in 2003, the target of 2 per cent was endorsed by the Human Resources Network of the United Nations System Chief Executives Board for Coordination. The Secretary-General also indicates that, while the Organization also draws upon extrabudgetary resources to support training, particularly with regard to specialized needs (such as security, the introduction of International Public Sector Accounting Standards (IPSAS), humanitarian response, human rights and post-conflict response), those training initiatives are difficult to track. Upon request, the Advisory Committee was given the following table, which includes training resources under the regular budget and the peacekeeping budgets, as well as the support account for peacekeeping operations for the period from July 2010 to June 2011. As can be seen from the table, the addition of peacekeeping training resources brings the percentage of training resources to staff costs to 1.18 per cent.

(Thousands of United States dollars)

	Staff costs including general temporary assistance	*Training resources*	*Training resources as percentage of staffing resources*
Regular budget (2010-2011)	2 972 060.3[a]	33 211.9[b]	1.12%
Peacekeeping operations and the support account for peacekeeping (July 2010-June 2011)	1 750 347.7	22 665.1	1.29%
Total	**4 722 408.0**	**55 877.0**	**1.18%**

[a] Net, excluding staff assessment.
[b] Includes IPSAS-related training ($586,400).

16. In response to General Assembly resolution 63/250, the Secretary-General promulgated a comprehensive learning and development policy (ST/SGB/2009/9), which, among other things, introduced a 5-day minimum target of learning

opportunities per staff member per year. It is expected that the learning management system, which is a component of the talent management framework, will improve planning, management, tracking and reporting of learning across the Secretariat and facilitate access of staff to online learning options.

17. Upon enquiry, the Advisory Committee was informed that the Secretariat did not have the ability to retrieve systematic information on training activities from sources of funding other than the regular budget, peacekeeping budgets and the support account for peacekeeping operations. In this connection, the Committee recalls the finding of the Board of Auditors that in many offices of the Secretariat and related entities, the monitoring of training efforts was inadequate and, further, that the Office of Human Resources Management of the Secretariat was not aware of the amount or destination of training expenditure financed from extrabudgetary sources (see A/65/5 (Vol. I), summary). **The Advisory Committee regrets that training activities from extrabudgetary sources of funding are not currently captured. The Committee expects that the learning management system will provide a fuller picture of all the training resources and activities of the Organization.**

18. In paragraphs 98 to 103 of the report (A/65/305), the Secretary-General outlines the elements of his learning strategy, which include a comprehensive learning framework, a continued focus on management and leadership development and enhanced learning programming and delivery mechanisms. The Advisory Committee notes the information contained in paragraph 100 of the report concerning the intention of the Secretary-General to establish a learning and development framework and the description of what would be entailed in developing the framework. **The Advisory Committee is disappointed to note that the strategy for training continues to be expressed in very general terms. The Committee points out that it is important not only to have a picture of the resources that go into training but also of the management of those resources. In its report on training in peacekeeping, the Committee set out a number of elements that would need to go into a complete training strategy; these apply equally to training activities outside the peacekeeping sphere (see A/63/746, paras. 138-149). The Committee reaffirms its conviction expressed in that report that "the training needs of staff serving both at Headquarters and in the field should be based on sound workforce planning techniques" (see A/63/746, para. 142; see also para. 9 above). In the Committee's view, there should be a unified, integrated, Organization-wide approach to training, targeted to address gaps in skills sets, linked to career path planning and management, and based on a needs assessment.**

Career development

19. The Organization has also begun to introduce career models as a pilot to facilitate career planning. In addition, Career Resource Centres have been established at all Headquarters locations, offices away from Headquarters and in a number of field missions.

Mobility

20. A revised policy on mobility has not yet been fully developed (see also para. 57 below). At present, staff mobility is facilitated through the voluntary

initiative for network exchanges programme (VINES) or through the staff selection system. In addition, there are several measures in place to encourage mobility, such as the requirement for staff to have two lateral moves for eligibility for promotion to the P-5 level (one if the staff member has served in Nairobi or a regional commission other than the Economic Commission for Europe for one year or longer or is applying for a P-5 position in one of those duty stations). The lateral move requirement is waived when a staff member has served in a non-family mission or duty station for one year or longer. In addition, staff members serving on secondment within the United Nations common system are eligible to apply for posts one level higher than their current grade, a measure aimed at fostering inter-agency mobility. The Advisory Committee recalls that, in accordance with section VII, paragraph 5, of General Assembly resolution 63/250 a comprehensive report on mobility was to be presented to the General Assembly at its sixty-fifth session . **The Advisory Committee regrets that the report of the Secretary-General will not be submitted until the sixty-seventh session (see A/65/305, annex, part A, sect. VII; see also para. 57 below).**

Staff health and well-being

21. The Secretary-General indicates that a number of initiatives have been undertaken to promote and advance the inclusion of staff health and well-being as an independent management priority, including:

(a) An in-depth system-wide review of medical services across the United Nations by the Joint Inspection Unit;

(b) Implementation of measures to improve mass casualty incident management, such as emergency medical management training with certification for United Nations field physicians, implementation of a programme to guide field physicians in the development of mass casualty and emergency management plans and operationalization of the United Nations medical emergency response team.

22. In addition, the Medical Services Division is coordinating the introduction of a harmonized electronic medical records management system at all duty stations in the global Secretariat. There has also been a renewed emphasis on the promotion of psychosocial health and well-being.

Human resources management scorecard

23. The Secretary-General indicates that the human resources management scorecard will replace the human resources action plans from 2011 onwards. As indicated in paragraph 147 of his report (A/65/305), a number of weaknesses were identified with respect to the human resources action plans:

(a) A lack of prioritization (the Management Performance Board reviews plans containing up to 32 indicators);

(b) Gaps in compliance monitoring coverage (only a limited number of on-site monitoring visits is feasible per year);

(c) Lack of ownership (performance on a number of the indicators contained in the human resources action plans is outside the control of departments, offices and field operations, contributing to the perception that the human resources action plans do not help them in self-monitoring).

24. According to the Secretary-General, the scorecard will deliver three improvements: a stronger focus of senior management on compliance with geographical and gender targets and the prompt filling of vacancies; full coverage for monitoring the discharge of delegated authorities in compliance with regulations, rules, policies and procedures; and increased self-monitoring by departments, offices and field operations (ibid., para. 148).

25. The Advisory Committee recalls the recommendation of the Board of Auditors that the Administration should prioritize the objectives of the human resources action plans and select a reduced number of them as priority targets (see A/63/5 (Vol. I), para. 243). In order to address this issue, the new scorecard will report to the Management Performance Board on performance with respect to a limited number of indicators (6 as opposed to the current 32), thereby focusing the attention of the Board on organizational human resources management priorities derived from legislative mandates and continuously highlighted by the General Assembly. The Committee was informed that performance on the following six indicators would be reported to the Board: staffing timeline, vacancy rate, geographical representation, female staff representation in all categories, female staff representation in senior positions, and completion of the basic security in the field training course.

26. To address the monitoring issue, the Secretary-General states that it is planned that the Office of Human Resources Management, other departments and field operations will use an additional set of 17 indicators to continuously monitor delegated authority. In addition, the scorecard will contain customized indicators reflecting performance that is better attributable to departments, offices and field operations so as to increase the sense of ownership and enable better self-monitoring. All human resources performance indicators and data will be available in one scorecard as part of an online "dashboard" in the Inspira data warehouse and reporting module.

27. **The Advisory Committee appreciates the efforts made to improve upon the human resources action plans as instruments for accountability. The Committee trusts that the new human resources scorecard, by properly attributing the responsibilities to the various stakeholders, will provide a tool that sets out the expectations the Organization has of its senior managers. The scorecard provides a mechanism for the Secretary-General to monitor the performance of his senior managers in contributing towards achieving organizational goals in regard to equitable geographical representation and gender parity in staffing (see also paras. 90 and 91 below). An assessment of the functioning of the scorecard should be provided in the report of the Secretary-General on human resources management issues to be submitted to the General Assembly at its sixty-seventh session.**

Staff-management relations

28. The Advisory Committee recalls section I, paragraph 2, of General Assembly resolution 63/250, in which the Assembly stressed the importance of a meaningful and constructive dialogue between staff and management, in particular on human resources-related issues. As indicated in paragraphs 153 and 154 of the report of the Secretary-General (A/65/305) in response to General Assembly resolution 63/250 the Secretary-General has requested the Joint Inspection Unit to review the staff-management mechanisms addressing human resources management issues. During

the course of its meetings, the Committee was informed that, while the New York Staff Union still did not participate in the Staff-Management Coordination Committee, it did take part as an observer in the informal consultations held with all staff unions in January 2010. **The Advisory Committee underscores the importance of the Secretary-General exercising his responsibility as Chief Administrative Officer in putting forward proposals relating to human resources management in the Organization.**

III. Contractual arrangements and harmonization of conditions of service

A. Harmonization of conditions of service

29. In his report contained in document A/65/305/Add.1, para. 72, the Secretary-General proposes that the General Assembly endorse the recommendations of the International Civil Service Commission (ICSC) concerning harmonization of conditions of service in non-family duty stations (see A/65/30, para. 243). The Secretary-General supports the Commission's recommendations to:

(a) Harmonize the designation of mission duty stations as family or non-family based on a security assessment and the practice of the United Nations agencies, funds and programmes;

(b) Change the existing hardship allowance to grant staff in non-family duty stations an additional amount. For staff paid at the dependency rate, the additional amount would be the equivalent of the applicable dependency rate of the hardship allowance in category E duty stations. For staff paid at the single rate, the additional amount would be the equivalent of half of the applicable single rate of the hardship allowance in category E duty stations;

(c) Introduce the framework for rest and recuperation travel, consisting of paid travel expenses from the duty station to a designated location, as well as a lump-sum amount of $750 as a contribution towards accommodation costs and terminal expenses;

(d) Encourage organizations to absorb the additional costs imposed by the rest and recuperation framework within existing resources.

Should the General Assembly approve the recommendations of the Commission, the personal transitional allowance paid to staff who otherwise would have experienced a loss in compensation when moving to the new conditions of service approved in General Assembly resolution 63/250 will be eliminated.

30. In his statement on the administrative and financial implications of the recommendations of ICSC (A/65/493), the Secretary-General notes that, with the exception of the United Nations Secretariat, all organizations of the United Nations common system provide some form of compensation for the maintenance of a second household and other related additional costs when staff are assigned to a non-family duty station. Prior to the 2009 contractual reform in the United Nations, mission appointees in United Nations peacekeeping operations had a pay package that differed substantially from that applicable to all other common system staff, in that it did not include any allowance for service in non-family duty stations and

consisted of two elements only: base salary and mission subsistence allowance. With the implementation of the contractual reform in July 2009, former mission appointees were converted to regular staff and received the standard pay package in terms of post adjustment, benefits and allowances. That is to say, they were no longer paid the location-specific mission subsistence allowance, but they remained the only common system staff not to benefit from any second household allowance because the mission subsistence allowance was intended as a lump sum to meet the costs of being at the place of duty, while the base salary was for commitments outside the duty station.

31. Financial implications for the United Nations, as shown in paragraph 15 of the report (A/65/305/Add.1), are estimated at $130.5 million for the first year of implementation as follows: $20.4 million ($28.4 offset by $8 million from the discontinuance of the personal transition allowance) for the designation of mission locations as family duty stations; $45.1 million for rest and recuperation travel of staff members; $19.6 million for rest and recuperation travel for United Nations Volunteers; and $45.3 million ($63 million offset by savings of $17.7 million from the discontinuance of the personal transition allowance) for the introduction of an additional allowance for staff in non-family duty stations. The Advisory Committee was informed that, after the first year, the recurrent yearly cost would amount to $140.4 million. A breakdown is provided in table 1 in the statement by the Secretary-General on the administrative and financial implications of the recommendations contained in the report of ICSC for 2010 (A/65/493). The Committee has commented more extensively on the financial implications in its related report (A/65/532).

32. As can be seen from table 1 in the report of ICSC (see A/65/30, para. 238, and table 1), the proposal would result in savings for the other organizations of the common system amounting to some $24.9 million. In recognition of the changes that these proposals would entail for organizations that have applied the special operations approach, ICSC provides for transitional arrangements that would allow for phased implementation and full harmonization five years after implementation of the non-family hardship element.

33. Upon request, the Advisory Committee was provided with tables showing: (a) family and non-family missions; (b) current non-family duty stations that could be designated as family duty stations based on the current security assessment; and (c) a breakdown of estimated rest and recuperation costs by mission (see annex I).

34. The Advisory Committee notes the weakness identified by ICSC in the functioning of the special operations approach, which include difficulties and delays in identifying suitable administrative places of assignment; the fact that the majority of families do not choose to live in the administrative place of assignment; the difficulty in setting common rates for special operations living allowances; and the fact that special operations approach rates were not harmonized across all organizations and that the rates were not based on a methodology approved by ICSC.

35. On the basis of an analysis conducted by ICSC on the actual amounts staff reported as spending on rent outside their non-family duty station, the Commission came to the conclusion that recognition of the expense of a second household for the family was too narrow to meet the intended purpose (see A/65/30, paras. 232-235). Instead, it sought to recognize the hardship of being at a non-family duty station in a

broader sense, taking into account that such assignments mean separation from family and have added financial burdens. Furthermore, ICSC noted that the allowance should provide an incentive for staff to accept assignments at non-family duty stations. All of these considerations led ICSC to the conclusion that there would be a number of advantages to integrating the recognition of non-family hardship in the existing hardship scheme rather than introducing a new separate allowance.

36. **The Advisory Committee believes that each of the three main ICSC harmonization proposals discussed in the report of the Secretary-General (A/65/305/Add.1) has merit and responds to concerns previously expressed by the Committee (see, for example, A/61/537, A/62/7/Add.14, A/63/526 and Corr.1 and A/64/518). Accordingly, the Committee recommends their approval by the General Assembly, subject to the observations and recommendations in the paragraphs below. These measures should enhance programme delivery by facilitating staffing in non-family duty stations, increase fairness by treating staff who are in similar situations in the same way and facilitate inter-agency mobility in the field by reducing differences in the compensation structure. They would also strengthen the effectiveness of the common system by reasserting the role of ICSC in setting the full spectrum of compensation arrangements and enhancing transparency and accountability in this regard. The development of the special operations approach in past years by individual funds, programmes and agencies, while responding to specific circumstances, had never been considered in the context of the common system, or connected to overall compensation arrangements, or approved by the Assembly. In this connection, the Committee recalls the observation of ICSC that the harmonization of conditions of service in field operations is essential for the preservation of the United Nations common system (A/61/30/Add.1, para. 35).**

37. The Advisory Committee has long held the view that the designation of duty stations as family or non-family should be based on the security situation on the ground and other objective factors, as first proposed by the Secretary-General on the advice of ICSC during the sixty-first session (see reports of the Advisory Committee, A/62/7/Add.14, para. 34, and A/64/660, para. 47). The Committee has been concerned not only about the need to base administrative policies on objective analysis and circumstances, but also about the anomalies that the current arrangements create. **The Advisory Committee therefore reiterates its view that the designation by the United Nations of its duty stations as family or non-family should be harmonized with the practices of other United Nations system entities on the basis of the security situation and other relevant applicable objective factors. This decision can be taken irrespective of decisions the General Assembly may take on other harmonization proposals.**

38. The Advisory Committee has previously recommended support for the provision of rest and recuperation travel (A/62/7/Add.14, para. 34). **The Committee recognizes that the provision of time for rest and recuperation should be complemented with the means to utilize the time. It therefore supports the envisaged arrangements for the provision of paid travel expenses from the duty station to designated rest and recuperation locations. It also considers the proposed lump sum for accommodation costs during rest and recuperation leave represents a practical alternative to calculations based on a daily subsistence allowance (see annex I.C below).**

39. Upon enquiry, the Advisory Committee was informed that there was no intention to make rest and recuperation leave mandatory. The Committee was further informed that rest and recuperation leave, like all leave, was subject to the exigencies of service and thus the exercise of such leave would balance responsiveness to staff members' need for relief from the stressful environments in which they live and work with programmatic and operational requirements. The Committee was also informed that it would therefore be the responsibility of managers to ensure that staff are given every opportunity to avail themselves of their entitlement to such leave.

40. With respect to the provision of additional hardship allowances in non-family duty stations, the Advisory Committee recognizes that the ICSC recommendations need to be considered in the broader system-wide context under which the special operations approach would be discontinued in favour of a method that recognizes the cost of maintaining a second household as an additional aspect of hardship. The new approach also recognizes that, in terms of second household costs, staff with dependants, in general, bear greater costs than those without, a distinction that the special operations approach does not make. The Committee recommends approval of the recommendations of ICSC in this respect.

41. The Advisory Committee emphasizes the importance of a common system approach applicable to the United Nations and the agencies, funds and programmes. The Committee believes that the allowances related to the hardship stemming from the need to maintain a second household should be regulated by ICSC, which already has the lead in setting salary, post adjustment, hardship, hazard, mobility, education and virtually all other allowances. Within the common system, this is the only way to ensure that allowances are considered within the framework of compensation arrangements as a whole, and that such allowances are set in a transparent and accountable way.

42. In recommending that the General Assembly endorse the ICSC recommendations, the Advisory Committee emphasizes the importance of cooperation and compliance by all participants in the United Nations common system. It therefore recommends that the Assembly request the Secretary-General to ensure compliance by executive heads of the funds and programmes to whom he delegates authority for human resources and financial authority. The Committee also expects that the Secretary-General will exert his leadership as Chair of the United Nations System Chief Executives Board for Coordination to ensure application of the new arrangements system wide. In this regard, the Committee recommends that, during the five-year transitional period recommended by ICSC, the Secretary-General and the executive heads of the funds and programmes work closely together, within the framework of the common system, to address and mitigate any unintended consequences of the change.

B. Continuing contracts

43. As indicated in paragraph 18 of the report of the Secretary-General (A/65/305/Add.1), pursuant to General Assembly resolution 63/250 a report on the

implementation of continuing appointments was submitted to the General Assembly at its sixty-fourth session (A/64/267). However, that report was withdrawn following the issuance of the report of the Advisory Committee (A/64/518) and concerns expressed by Member States. The understanding was that a revised proposal would be submitted to the Assembly at its sixty-fifth session that would take into account concerns raised by Member States and the Advisory Committee relating primarily to the definition of the continuing need for the services and functions of staff members; the numbers of staff with a long-term claim on the Organization, including those who would be eligible for continuing appointment; the review process; and the financial liability of the Organization. **The revised proposal contained in the report of the Secretary-General (A/65/305/Add.1) is intended to address those concerns; however, the Committee is disappointed to note that, not only has the Secretary-General not responded satisfactorily to those issues, the new elements of his proposal, in particular the non-inclusion of the criterion of continuing need for a post, have, in fact, made the proposal weaker. The Committee comments further on these issues in the paragraphs below and stresses once again that the present report should be read in conjunction with paragraphs 2 to 34 of its report on human resources management (A/64/518).**

44. The Secretary-General proposes that the General Assembly approve the implementation of continuing appointments as of 1 January 2011 under the conditions specified in the report. The essence of the proposal is that continuing appointment should be open to a staff member who has a minimum of five years of continuous service on a fixed-term appointment with the Organization provided that he or she meets the highest standards of efficiency and competence corresponding to a performance rating of 3 or above in the four most recent performance appraisal reports, that he or she has not been subject to any disciplinary measure during the five years prior to the time of review, and that the office in which the staff member serves is not faced with a foreseeable end of mandate or with an expiration of funding. Staff members who are granted a continuing appointment must "commit" to maintaining updated skills in compliance with the learning policy elaborated in the Secretary-General's bulletin on learning and development policy (ST/SGB/2009/9) and comply with the Organization's mobility policy (see also para. 57 below).

45. The Advisory Committee was provided with a table that gives an estimate of the number of staff who may be eligible for consideration for conversion to a continuing appointment, taking into account all categories of staff in all duty stations meeting the eligibility criterion after 5, 7, 8, 9 and 10 years of continuing service (see annex II to the present report). Under the proposal of the Secretary-General, a total of 27,440 staff would become eligible in the period from 2011 to 2015 (including 14,84 ocally recruited staff in field missions; 5,944 Director and Professional level staf., 3,442 Field Service staff; and 3,210 General Service staff). In 2011, 6,388 would become eligible.

46. In paragraphs 48 to 51 of the report (A/65/305/Add.1), the Secretary-General sets out procedures related to the central management of the conversion process. The revised proposal has taken into account the recommendation of the Advisory Committee that the review process be streamlined by requiring a review by a joint advisory body only when the Office of Human Resources Management and the programme manager do not agree. Upon enquiry, it was clarified to the Committee

that where a case is to be reviewed as stipulated in paragraphs 51 (c) and (d) of the report, it would be done by one of the existing central review bodies. The reference to the composition of the joint review bodies, which had been a concern of the Committee, has therefore been removed (see A/64/267, paras. 31 (h) and 32). Otherwise the procedures remain largely unchanged from those set out in the previous report of the Secretary-General (see A/64/267, paras. 31 and 32). Upon enquiry, it was made clear to the Committee that staff members who do not receive a continuing appointment may continue to serve in the Organization on fixed-term contracts and could again become eligible for a continuing contract at a later stage.

47. As indicated in paragraph 22 of the report (A/65/305/Add.1), the Secretary-General is of the view that a continuing appointment should not be seen as a career appointment but as an open-ended appointment, which, for administrative ease, is granted to staff who have devoted years of their lives to the service of the Organization and have proved the value of their work, often in difficult and hardship conditions. The Secretary-General further indicates that the continuing appointment would provide staff with a sense of job security, which is widely recognized as an incentive for long-term performance and commitment to an organization. A continuing appointment may be terminated without the staff member's consent if "such action would be in the interest of the good administration of the Organization, to be interpreted principally as a change or termination of a mandate" (see ST/SGB/2010/6, article IX, regulation 9.3). Under such circumstances, a termination indemnity would be payable to the staff member. The Secretary-General indicates in paragraph 25 of the report that "the provision of this indemnity reinforces the underlying concept that the continuing appointment is not an inflexible instrument that would not allow the Organization to adjust staffing quickly". According to the Secretary-General, the financial implications of converting fixed-term appointments to continuing appointments are primarily linked to the financial liability of the Organization in relation to the payment of termination indemnity (see A/65/305/Add.1, para. 34). The Committee notes, as indicated in the same report, that staff members holding fixed-term appointments do not represent the same liability, as their contracts would expire on a given date, and they do not have any expectation, legal or otherwise, of renewal or conversion of their fixed-term appointments, as reflected in the Staff Regulations and Rules, as well as in their offers and letters of appointment.

48. The Secretary-General recommends against the imposition of a ceiling on the number of conversions, indicating that, in his view, it would not only be administratively burdensome, but would also run counter to the notion of a merit-based process and would interject an element of arbitrary exclusion. It is the view of the Secretary-General that the imposition of a ceiling would not be as effective as, or a substitute for, an effective and competitive recruitment system combined with a well-functioning performance evaluation mechanism. In its previous report, the Committee had recommended against the establishment of a ceiling, suggesting that, as an initial measure, the General Assembly could consider adjusting the eligibility criteria in order to limit the eligible population (see A/64/518, para. 29).

49. The Secretary-General indicates that the introduction of continuing appointments would have no impact on the system of desirable ranges, as the appointment status of a staff member and his or her type and duration of appointment are not linked. Successful candidates from the national competitive examinations and language examinations, under the new contractual framework,

may receive continuing appointments after two years on fixed-term appointments. This is reflected in provisional staff rule 4.14 (b). In this connection, the Advisory Committee recalls section II, paragraph 4 (f), of General Assembly resolution 63/250, in which the Assembly requested the Secretary-General to report to it on options for ensuring that successful candidates from national competitive examinations and language staff are not disadvantaged by proposed changes.

50. Rather than set out proposals on how to maintain a judicious mix of long-term personnel and shorter-term staff that would reflect the complexity of the structure of the Secretariat and its range of programmatic activities and different funding sources, the Secretary-General has put forward an approach that is tantamount to awarding continuing appointments to virtually all staff over time. **The Advisory Committee is deeply concerned that the Secretary-General is now discarding continuing need for functions as a factor in the granting of continuing contracts. In line with his conclusion that long-term workforce planning is of limited usefulness, the Secretary-General does not address the issue of how many continuing appointments would be optimum to provide continuity while allowing for adaptability and new requirements. He appears to justify this by challenging the applicability in the United Nations of an ICSC definition of core functions. It would have been more productive, in the Committee's view, for the Secretary-General to forecast the requirements of the major occupational groups. The Committee believes that such a forecast can be prepared (see also para. 9 of the present report).**

51. In paragraph 14 of its last report on human resources management (A/64/518), the Advisory Committee expressed its doubts concerning the advisability of granting continuing appointments to locally recruited staff in the peacekeeping operations. The Committee indicated that, while peacekeeping itself had become a core activity of the Organization, the individual peacekeeping operations were, by their very nature, temporary. The awarding of continuing appointments to such staff seemed to contradict the principle underlying the introduction of continuing appointments. **The Advisory Committee continues to hold this view.** The Committee understands that the purpose of providing continuing contracts to locally recruited mission staff is to provide termination indemnities for long-serving locally recruited staff in missions. The Secretary-General made this clear when he first made this proposal (see A/62/274, para. 47). **The Committee does not believe that it is appropriate to introduce long-term contractual arrangements with the main purpose of enabling termination indemnities for local staff who have been employed for a specific field mission. If the Secretary-General considers termination payments to be important for the good functioning of the missions, he should make a proposal in this connection with input from ICSC, including associated financial implications.**

52. Furthermore, the Secretary-General does not explain why international staff who are limited to service in a specific mission would receive continuing appointments. **It is contrary to the logic of the concept of continuing appointments that staff who are not able to work outside a specific, time-limited mission should be eligible. In this connection, the Advisory Committee recalls section II, paragraph 10, of General Assembly resolution 63/250, in which the Assembly decided that field staff serving on 300-series appointments of less than four years who were not performing temporary functions would be given mission-specific fixed-term contracts until such time as they had gone**

through a competitive process subject to the review of a central review body. In this connection, in paragraph 12 of its report on human resources management (A/64/518), the Committee observed that it appeared that such staff could not be awarded continuing appointments prior to such a review. Upon enquiry, the Committee was informed that of 5,685 former 300-series staff, about 80 per cent had still not been reviewed and rostered by the field central review body. At this juncture, those staff would not yet be eligible for continuing contracts. The Committee emphasizes the need to accelerate the field central review process.

53. With respect to the issue of stability for such staff, the Advisory Committee recalls its recommendation that the Secretary-General take measures to improve the security of employment of mission staff by, for instance, offering them appointments of a duration that reflects mission operational requirements. In this connection, the Committee was informed that mission contracts are now of up to two years' duration, where they were formerly for a shorter period. **The Committee welcomes this development and, noting that fixed-term appointments can be granted for renewable periods of up to five years at a time, encourages the Secretary-General to use judgement in awarding appointments of a longer duration where feasible.**

54. In his report, the Secretary-General asserted that grounds for termination recognizes "a number of legitimate considerations, such as changing needs, functions and mandates of the United Nations, the reorientation of its programmes or funding cuts" (A/65/305/Add.1, para. 39). The Committee points out that this goes beyond what the General Assembly has defined as termination "in the interest of the Organization", which the Assembly has said should be "interpreted principally as a change or termination of a mandate" (see resolution 63/250, sect. II, para. 22).

55. **In the view of the Advisory Committee, the approach of the Secretary-General is equivalent to awarding continuing appointments to virtually all staff over time. Moreover, with the current process of granting permanent appointments, concern about so large a population with a long-term lien on the Organization has not been allayed. The premise of the Secretary-General is that, if necessary, staff reductions could be accomplished without too much difficulty. For the reasons set out below, the Committee does not see the basis for this view.**

56. **With respect to the assertion of the Secretary-General that the provision for payment of termination indemnity "reinforces the underlying concept that the continuing appointment is not an inflexible instrument that would not allow the Organization to adjust staffing quickly", the Advisory Committee points out that adjusting the workforce in this manner, rather than through advance planning, could have undesirable consequences, including significant financial implications. Furthermore, the Committee is not convinced that adjusting staffing in this way would be as easy as the Secretary-General implies, taking into account, inter alia, the definition the General Assembly has provided in its resolution 63/250 for termination "in the interest of the good administration of the Organization". The Committee is concerned that, unless the procedures and criteria for termination are clear, some staff, upon termination, will inevitably resort to the system for the administration of justice, and this could also have**

financial implications for the Organization. In this connection, the Committee notes from the report of the Secretary-General on the administration of justice that, in the first year of functioning of the United Nations Dispute Tribunal (1 July 2009-30 June 2010), a large percentage of cases before it fell into the category of non-renewal of contracts (see A/65/373, para. 25).

57. As to the commitment that staff granted continuing contracts must make to comply with the Organization's mobility policy (see A/65/305/Add.1, paras. 24 and 54), the Advisory Committee points out, once again, that no such policy currently exists (see A/64/518, para. 30, and A/63/208). With respect to the reference in paragraph 54 of the report of the Secretary-General (A/65/305/Add.1) to administrative instruction ST/AI/2007/2, which sets out the managed reassignment programme, it should be noted that the Secretary-General has suspended the programme pending completion of a comprehensive review of mobility (see A/63/208, para. 68, and para. 20 above). **The Committee expects that the comprehensive review will examine mobility requirements in granting continuing contracts.**

58. **The General Assembly, in having approved the instrument of continuing contracts on the basis of a comprehensive review of contractual arrangements, appears to the Committee to have recognized the need for the staffing of the Secretariat to be anchored with long-serving personnel. The conundrum confronting the General Assembly in proceeding further at this point is that the Secretary-General has not been able to set out prudent arrangements. Further, the proposals of the Secretary-General seem focused on creating a basis for termination payments and strengthening the feeling of job security among staff rather than on setting out a vision of an agile and professional Secretariat that requires a base of long-serving personnel. In repeatedly proposing that eligibility be so comprehensive after only five years of service, the Secretary-General has not acknowledged or responded to the concerns expressed by the Advisory Committee (see A/64/518).**

IV. Comprehensive assessment of the system of geographic distribution

59. The report of the Secretary-General (A/65/305/Add.2) is submitted pursuant to section IX, paragraph 17, of General Assembly resolution 63/250, by which the Assembly requested the Secretary-General, inter alia, to submit "proposals for a comprehensive review of the system of desirable ranges, with a view to establishing a more effective tool to ensure geographical distribution in relation to the total number of staff of the global United Nations Secretariat". In his report, the Secretary-General reviewed the origin and purpose of the system of desirable ranges, which was established in 1960 (see General Assembly resolution 1559 (XV) of 18 December 1960) to measure progress towards equitable geographical distribution, and the changes to the system that have taken place since then. The report updates the scenarios presented in the previous report of the Secretary-General on the issue (A/59/724), which show how Member State representation would change when various weightings of factors (membership, population and contribution) and/or base figures are changed. The scenarios consist of three groups, as follows:

- Group I: in which the weights of existing factors are varied within the existing base figure
- Group II: in which the number of posts in the base figure is changed through the inclusion of new funding categories
- Group III: which uses a weighted base figure for Member States

60. The Advisory Committee recalls that, even in 1948, when the Secretary-General set out the principles that determined his policy on the principle of equitable geographical distribution in response to General Assembly resolution 153 (II) of 15 November 1947, the complexity of establishing a single mathematical formula to deal with this issue was recognized (see A/652, paras. 7-9). **In the Committee's view, the application of judgement in the selection process is therefore an important part of the implementation of Article 101, paragraph 3, of the Charter of the United Nations.**

61. The Advisory Committee understands that the task given to the Secretary-General by the General Assembly was to review the system of desirable ranges "with a view to establishing a more effective tool to ensure equitable geographical distribution". **In the Committee's view, the report does not adequately respond to that request: no new elements are introduced that could enhance the effectiveness of the system; the arithmetic is merely adjusted. Furthermore, the Committee would point out that there are a number of technical issues in the report that should be highlighted. For example, the Committee questions the formula applied in scenario 7, which includes posts financed under extrabudgetary resources (peacekeeping budgets and trust funds) but does not take into account the scale of assessments for peacekeeping or contributions to voluntarily funded activities. Nor does the report address requests by the General Assembly to make appropriate provision for proper representation of troop-contributing countries in the Department of Peacekeeping Operations and the Department of Field Support of the Secretariat, taking into account their contribution to United Nations peacekeeping (see resolution 63/250, sect. IX, para. 13).**

62. **The Advisory Committee considers that this issue is a matter of policy for decision by the General Assembly. However, the report of the Secretary-General provides no recommendations and, in the Committee's view, little basis upon which to make a decision on any change to the system of desirable ranges. It will be up to the General Assembly to decide whether to provide further guidance to the Secretary-General in this matter.**

V. Talent management tool, Inspira

63. The report of the Secretary-General on the talent management tool, Inspira (A/65/305/Add.3) provides information on governance and progress in the implementation of the talent management tool Inspira. Deployment began in April 2010 and will continue through 2011. Upon request, the Advisory Committee was provided with a breakdown of project costs through 2011, which will amount to some $13.3 million: $6.7 million in development costs and $6.6 million in maintenance costs. A new support centre located in the facility of the Economic and Social Commission for Asia and the Pacific provides help desk support,

maintenance and development for Inspira. During the course of its hearings with representatives of the Secretary-General, the Committee was given a demonstration of the staffing and performance modules of Inspira.

64. The staffing module of Inspira supports the advertising of vacancies on the Internet, the collection of applications, the pre-screening of applicants, the scheduling and management of interviews, the management of the review bodies process, department head review and the transition to the onboarding process. The Secretary-General indicates that, among other things, Inspira will have improved capabilities for the searching, screening and tracking of candidate application status and will support generation of offers of appointment and track completion of other onboarding activities. Eventually, however, onboarding will be supported by Umoja.

65. According to the Secretary-General, differences between the Inspira performance management module and the current system include support for multi-rater feedback, supervisor feedback and the creation of both performance management and career management documents. Inspira e-performance is currently being piloted in the Department of Management, the Office for the Coordination of Humanitarian Affairs, the Department of Field Support/Field Personnel Division, the Africa II Division of the Department of Political Affairs, the United Nations Mission in Liberia, the United Nations Integrated Peacebuilding Office in Sierra Leone and the Mexico Office of the Economic Commission for Latin America and the Caribbean. The pilot, which was launched in April 2010 involves approximately 5,000 users. It is expected that the system will be deployed to all departments by April 2011.

66. The Inspira learning management module, according to the Secretary-General, will allow for course scheduling, attendee record keeping and the provision of online courses through an eLearning component. It is also expected to improve the efficiency of planning, management, tracking and reporting on learning across the Secretariat. The Committee was informed that the deployment of the learning management module will begin with a pilot in late 2010. Full deployment will be in 2011.

67. The Secretary-General indicates that Inspira also encompasses foundational elements. These include position management, which is a set of processes involving the creation and management of staffing tables and the association of positions to posts; and the new careers portal, which replaces the former United Nations jobs site. As indicated in paragraph 29 of the report of the Secretary-General (A/65/305/Add.3), the position management function will move to Umoja once it is deployed.

68. **The Advisory Committee notes the progress made thus far in the development of Inspira, and welcomes the improvements that the talent management system is intended to introduce. The Committee recognizes that implementation is still at a very early stage and emphasizes the importance of monitoring and assessing the effect of the new tool in facilitating pre-screening of applications and reducing the amount of time it takes to fill a vacancy; the system's ability to track training; and the effectiveness of the multi-rater system. The Committee looks forward to the application of Inspira to staff selection in the peacekeeping missions.**

VI. Young professionals programme

69. The report of the Secretary-General on the young professionals programme (A/65/305/Add.4) responds to the request by the General Assembly in section IV, paragraph 2, of its resolution 63/250, that the Secretary-General submit a feasibility study to determine whether broadening the scope of the national competitive recruitment examination would serve to further strengthen the capacity of the Organization for programme delivery. Drawing upon both the Joint Inspection Unit review of the national competitive recruitment examination (A/62/707) and a business process review of the examination, the Secretary-General outlined the problems with the national competitive recruitment examination that the new programme is intended to address, including: (a) the high average age of staff upon entry and the aging of rosters, which creates a gap between experience and entry-level responsibility; (b) the lengthy process of the national competitive recruitment examination; and (c) the lack of career development support for staff members who enter the Organization through the examination. The Secretary-General indicates that the new programme would integrate the outreach, recruitment, placement, career development and mobility of entry-level staff into one centrally managed process with a view to increasing the diversity of the Secretariat and improving its geographic representation. As indicated in paragraph 17 of the report of the Secretary-General (A/65/305/Add.4), participation in the programme would be open to applicants from un- and under-represented Member States and those in danger of becoming un- or under-represented.

70. Salient features of the new programme include the following:

(a) Candidates would have to be 26 years old or younger (currently, the age limit for the national competitive recruitment examination is 32 during the calendar year of the examination). Exceptions would be made to accommodate periods of mandatory military service;

(b) Eventually the written examination would be online or computer-based rather than paper-based, as the national competitive recruitment examination is now;

(c) Only the number of candidates needed (plus a 10 per cent reserve list) would be selected for the roster, and placement would be done centrally during designated periods of the year. The Committee was informed that candidates would remain on the roster for only one year;

(d) Initial placement would be at the P-1 level, with placement at the P-2 level in a different duty station following two years of successful performance;

(e) Successful candidates would have a two-week orientation at the Staff College and the United Nations Logistics Base; a two-year training and development plan similar to that of the junior professional officers programme; each candidate would have an allocated, dedicated training budget of $2,500, on-the-job training as required and a mentor. Preference would be given (as it is now) to candidates from the young professionals programme for P-3 posts. P-3 vacancies would be posted on Inspira internally first; pre-screening questions would ensure that applicants were young professionals programme candidates. If no suitable young professionals programme candidates are identified, the vacancy would then be readvertised for the remainder of the regular vacancy announcement period (i.e. 30 days if the period is 45 days) and would be open to all candidates;

(f) The G to P examination would be integrated into the young professionals programme; however, the age limit would not apply for G to P candidates. In the young professionals programme, 10 per cent of the total pool of positions available would be earmarked for successful G to P candidates. The same rotation policy would apply to both young professionals programme and G to P candidates.

71. The Secretary-General indicated in his report (A/65/305/Add.4) that there are no immediate additional resource implications for the young professionals programme. The training budget of $375,000 ($2,500 per person for approximately 150 candidates per year) would be met through the reallocation of existing training funds provided to the Office of Human Resources Management. However, the Secretary-General indicated in paragraph 61 of the report that the development of online and computer-based examinations would require additional resources. The Secretariat will undertake a feasibility study and revert to the General Assembly on this issue.

72. In addition to all of the regular budget posts at the P-1 and P-2 levels subject to the system of desirable ranges, the Secretary-General seeks authority to utilize 15 per cent of the vacant extrabudgetary and peacekeeping support account posts at those levels, excluding language posts, or a total of approximately 100 to 150 posts per year. The Committee enquired as to why posts not subject to the system of desirable ranges should be set aside for use by a programme in which eligibility is defined by un- and under-representation in that system. The Secretary-General advises that these posts are needed to enable rotation to different duty stations and functions. The Committee was assured that vacancies for other P-2 extrabudgetary or peacekeeping support account posts would be advertised in accordance with the procedure applicable to other posts. Upon enquiry, the Committee was informed that taking into account current average vacancy rates, it is estimated that about 119 extrabudgetary P-2 posts would be vacant on average per year. Fifteen per cent would amount to about 18 posts annually for the young professionals programme. **The Committee recommends that the General Assembly approve the use of 15 per cent of extrabudgetary and support account posts at the P-1 and P-2 levels, on the understanding that other P-2 vacancies would be advertised.**

73. The Secretariat has undertaken a review of the current roster of successful candidates from the national competitive recruitment examination to determine how many are still interested and available for placement at the P-2 level. Following that exercise and the placement of the number of candidates, the roster has decreased from 521 in October 2009 to 212 currently. The Secretariat also conducted a business process review of the national competitive recruitment examination. As a result, an improved business process is already under implementation for the national competitive recruitment examination in 2010. These improvements, which involve shortened application and marking periods, are expected to result in a reduction of the process time by approximately nine months. **The further development of new initiatives should draw on the lessons learned from the current effort to implement improvements to the national competitive recruitment examination for 2010.**

74. **The Advisory Committee welcomes the intention of the Secretary-General to implement measures for the more effective recruitment, placement and professional development of young professionals from un- and under-represented countries. While the national competitive recruitment examination**

had focused on recruitment, the new approach entails a more complete chain of investment in the career development of new young professional staff who enter the Secretariat through a competitive examination. However, given the scope of the programme, it is not accurate to assert, as the Secretary-General has in paragraph 25 of his report, that the young professionals programme "would become the entry point for a majority of junior positions in the global Secretariat".

75. **In the Advisory Committee's opinion, lowering the age limit to 26 is too restrictive. The Committee points out that this could disadvantage candidates whose mother tongue is neither English nor French. Those candidates would require additional language education and perhaps even job experience in an English- or French-speaking environment after completion of their degree. Furthermore, the benefits to the Organization of having new staff with advanced university degrees should not be underestimated, and the age limit of 26 could preclude some candidates from obtaining an advanced degree. In the Committee's view, the shortening of the examination process, together with the proposed improvements to the roster system, should greatly assist in keeping the roster young. With these considerations in mind, the Committee recommends that the age limit of 32 be left unchanged for the time being. This issue should be re-examined at the sixty-ninth session of the General Assembly in the context of a complete assessment of the functioning of the improved arrangements, which the Secretary-General should be requested to submit. The General Assembly may wish to request the Secretary-General to explore the possibility of using the examination and recruitment process for the selection of young professionals, which is now being improved, by broadening the scope of the programme and opening it up to the membership of the United Nations as a whole.**

76. The Secretary-General has committed to placing on the roster only the number of candidates needed, plus a reserve list of 10 per cent, with the roster remaining valid for one year only. **In fairness to the additional 10 per cent, the Advisory Committee recommends that the roster remain valid for two years.**

77. The Secretary-General proposes giving priority consideration for P-3 positions to candidates from the young professionals programme by advertising the positions internally for 15 days before releasing the vacancy announcement to external candidates. **In the Committee's view, the same procedures that apply to every other position should also apply to P-3 level posts. The Committee therefore recommends that P-3 level positions be advertised in the same manner as all other positions. In making selections, managers should be encouraged to give priority consideration to candidates from the young professionals programme.**

78. The Advisory Committee notes that it is proposed that the rotation policy to be applied for the young professionals programme is also to be applied to successful G to P candidates. Under the new programme, successful G to P candidates will be required to move to a different duty station for their initial assignment. **The Committee recommends against this proposal. Having fulfilled the five years of employment with the United Nations that is required for candidates who sit for the examination, such staff are not new recruits. They have set up households in their current duty station and many have family considerations that would preclude them from accepting a post that would require them to move**

immediately. These staff should be subject to whatever mobility policy is decided upon by the General Assembly following its consideration of the comprehensive report on mobility to be submitted in accordance with section VII, paragraph 5, of Assembly resolution 63/250.

VII. Provisional Staff Rules and amendments to the staff regulations

Staff rules

79. The report of the Secretary-General on the provisional Staff Rules (A/65/202) provides information on the new Staff Rules (ST/SGB/2010/6), which the Secretary-General has provisionally promulgated to take into account the new contractual arrangements approved by the General Assembly in its resolution 63/250. As indicated in paragraph 4 of the report, the General Assembly, at its sixty-fourth session, having considered the report of the Secretary-General on the provisional Staff Rules promulgated in July 2009, decided that the Staff Rules should remain provisional pending their further consideration at its sixty-fifth session. The current report should therefore be read in conjunction with the report submitted to the General Assembly at its sixty-fourth session (A/64/230). The Secretary-General indicates that the new staff rules also take into account the recommendations of the Advisory Committee in its report (A/64/518).

80. **The Advisory Committee recommends approval of the proposed actions contained in paragraphs 22 (a) and (b) of the report, namely, that the General Assembly (a) take note of the new provisional Staff Rules set out in document ST/SGB/2010/6; and (b) request the Secretary-General to amend staff rule 4.14 on the basis of its consideration of the report of the Secretary-General on continuing appointments at its sixty-fifth session.**

81. In paragraph 22 (c) of the report, the Secretary-General proposes that the General Assembly reconsider the requirement that internationally recruited staff members renounce permanent resident status and, if it agrees to remove this requirement, to decide to delete staff rule 1.5 (c). The Advisory Committee has discussed this matter in some detail in its report (A/64/518). It recalls that the requirement to renounce permanent resident status stems from a long-standing policy articulated by the General Assembly in 1953 upon the recommendation of the Advisory Committee (see A/2615, paras. 69-72). Although not explicitly reflected in any staff rule, the requirement is set out in administrative instructions and information circulars, the most recent of which are ST/AI/2000/19 and ST/IC/2001/27.

82. Until 30 June 2009, this rule was enforced for staff holding appointments under the former 100 series of the staff rules. The Advisory Committee was informed that flexibility was applied for staff hired under the former 200 and 300 series, as these were viewed as project funded and/or temporary. Therefore, staff in these categories were allowed to retain permanent residency (including in the United States while serving in New York) since they would not normally have long-term careers. With the new single set of staff rules coming into effect from 1 July 2009, the rule will apply to all international staff on fixed-term or permanent contracts. Consequently, all such staff in the Secretariat, funds and programmes will

be required to surrender permanent residency in countries other than in their country of nationality in order to retain their employment, including staff members who are serving on project funded or temporarily funded posts. Upon enquiry, the Committee was informed that such staff had not yet been required to renounce their permanent residency pending decision by the General Assembly. The Committee was also informed that it was not possible to project how many staff members would seek to acquire or retain permanent resident status if the requirement were lifted. However, there is a significant disincentive for international staff as, under staff rule 4.5 (d), such staff would lose entitlement to certain expatriate benefits.

83. The Advisory Committee was informed that allowing staff members to maintain permanent resident status outside the country of nationality would have financial implications for income tax reimbursements and staff assessment. In the Financial Regulations and Rules of the United Nations promulgated in ST/SGB/2003/7, financial regulations 4.11 and 4.12 specify that if the amount required for income tax reimbursement is less than the credits of a Member State in its respective sub-account of the Tax Equalization Fund, the balance of such credits is to be offset against the contributions due from the Member State. On the other hand, if the total of such reimbursements exceeds the credits of a Member State in the Tax Equalization Fund, the shortfall shall be added to and recovered from assessed contributions due from that Member State in the subsequent financial period.

84. As indicated in paragraph 81 above, it was the Advisory Committee that initially recommended the policy now in effect. However, the Committee believes that the time has come to revisit this policy in the light of changing circumstances, including the shift in family situations from national to international settings and the desirability of having a more mobile workforce. **The Committee therefore reiterates its view, as expressed in its previous report, that, with the increasing use of fixed-term appointments, it may not be entirely fair to require a candidate to give up permanent resident status, a decision that has long-term consequences, so that he or she can take up a position that may last only two or three years (see A/64/518, para. 45). It therefore recommends that the General Assembly reconsider the requirement to renounce permanent residence status. However, having reconsidered staff rule 1.5 (c) and the history behind the requirement, the Committee recommends retaining staff rule 1.5 (c) in view of the fact that it makes no mention of a requirement to renounce permanent residency, but merely requires the staff member to notify the Secretary-General if he or she intends to acquire permanent residence status or intends to change his or her nationality. The retention of this rule would ensure the means to enforce rule 4.5 (d), which provides the basis to discontinue international benefits for staff members who become permanent residents in the country of their duty station.**

85. **In any case, the Advisory Committee continues to believe that it is unreasonable to expect serving staff members to make a choice between maintaining their permanent resident status and continuing their employment with the Organization. It therefore reaffirms its recommendation (see A/64/518, para. 44) that, without prejudice to the decision to be made by the General Assembly on the requirement to renounce permanent residency, appropriate measures should be taken to ensure that those individuals are not disadvantaged by the introduction of the new contractual regime. The**

Committee is of the view that the financial consequences and the impact on posts subject to geographic distribution should be taken into account when taking a decision on the requirement to renounce permanent residency.

86. With respect to the provisions of staff rule 4.5 (d), it was clarified to the Advisory Committee that staff members who have permanent residency status in the country of their duty station will not be entitled to education grant even though the entitlement is based on nationality. **The General Assembly may wish to confirm this understanding in connection with its consideration of the issue discussed in paragraphs 81 to 85 of the present report.**

Staff Regulations

87. In his report on amendments to the Staff Regulations (A/65/213), the Secretary-General requested the General Assembly to approve an amendment to staff regulation 1.2 (m). The proposed amendment expands the scope of the definition of conflict of interest to provide for a definition that is not limited to financial interests. **The Advisory Committee recommends approval of the amendments to staff regulation 1.2 (m). In this connection, the Advisory Committee also recalls the definition of accountability contained in General Assembly resolution 64/259 and recommends that consideration be given to its inclusion in future amendments.**

VIII. Composition of the Secretariat

88. The report of the Secretary-General entitled "Composition report: United Nations Secretariat staff demographics" (A/65/350), which covers the period from 1 July 2009 to 30 June 2010, was submitted pursuant to various resolutions concerning human resources management, the most recent of which are resolutions 57/305, 59/266, 60/238, 61/244 and 63/250. It provides statistical information on important demographic characteristics of the Secretariat and on the system of desirable ranges. The addendum to the report (A/65/350/Add.1) provides demographic information concerning the employment of gratis personnel, retirees and consultants and covers the period from 1 January 2008 to 31 December 2009.

89. The Advisory Committee notes that that report has been restructured considerably. A summary of the main changes has been provided in table 3 of the report. As indicated in paragraph 2 of the report and paragraph 1 of the addendum to it, the intention in redesigning the report was to present the demographic information, which previously was often in paragraphs of text, in easier-to-understand figures or tables. The Committee was informed that there had also been an effort to streamline by combining some tables. **The Committee notes that these innovations have been more successful in some cases than in others. For example, the presentation in tabular form of information provided in section VI, on staff subject to the system of desirable ranges, makes it easier to get an overall picture of the situation pertaining in the Secretariat than does the prose presentation in the 2009 report (A/64/352). However, in the Committee's view, some trend analysis would help the reader to grasp the meaning of the statistics provided in the tables. The Committee and the General Assembly have repeatedly pointed to the need for this. The Committee therefore encourages the Secretary-General to continue to refine the**

presentation of the report in order to provide as complete a picture as possible of the structure of the entire Secretariat and the location, levels and contractual status of the staff, as well as a basis for comparison with previous periods, but recommends that, in future reports, the raw data presented be accompanied by analysis of demographic trends.

90. While the report contains tables showing the distribution of staff with geographical status at the D-1 level and above by economic grouping (see A/65/350, table 22) and appointments of staff to posts subject to geographic distribution by gender, representation status and economic grouping (see table 23), there is no table that gives a picture of the composition of the staffing of senior positions in the Secretariat as a whole. In this connection, the Committee recalls the request of the General Assembly in its resolution 63/250 (sect. IX, para. 7) that the Secretary-General take all necessary measures to ensure, at the senior and policymaking levels of the Secretariat, equitable representation of Member States, especially those with inadequate representation at those levels, and to continue to include relevant information thereon in all future reports on the composition of the Secretariat.

91. The Advisory Committee notes from table 9 of the report (A/65/350) that the goal of gender parity in the Secretariat continues to be elusive, with women representing only 33 per cent of the staff as at 30 June 2010 and 40 per cent of the posts in the Professional category and above. At the most senior levels, the representation of women is far lower, ranging from 23 per cent at the Under-Secretary-General level to 27 per cent at the D-1 level. In posts subject to geographic distribution, however, 45.1 per cent of the staff (in the Professional category and above) were female. In this connection, the Committee recalls section X, paragraph 4, of General Assembly resolution 63/250, in which the Assembly requested the Secretary-General to increase his efforts to attain the goal of gender parity in the Secretariat, in particular at senior levels, and in this context to ensure that women, especially those from developing countries and countries with economies in transition, are appropriately represented within the Secretariat. **In this regard, the Advisory Committee believes that far more aggressive efforts should be made by the Secretary-General to improve the representation of women.**

92. Table 6 of the report of the Secretary-General (A/65/350/Add.1) shows the trend for retirees engaged during the last three bienniums. As noted in paragraph 15, the main change is the near doubling of the number of retirees' working days, from 97,406 in the 2004-2005 period to 189,624 in the 2008-2009 period. The General Assembly commented on this trend with respect to the last biennium in section XI, paragraph 3, of its resolution 63/250, in which it reiterated its concern that the continuous trend of hiring staff retirees for extended periods of time increased in the biennium 2006-2007. **While the Advisory Committee recognizes that the use of retirees in some departments, such as language staff in the Department for General Assembly and Conference Management, has advantages, it notes that the increasing trend of hiring retirees in other departments continues unabated. The Committee reiterates its view that this situation can be avoided through rigorous succession planning and urges the Secretary-General to give priority attention to this issue, especially with respect to language personnel.**

93. The Advisory Committee notes that for the biennium 2008-2009 there were 41 retirees in decision-making positions (D-1 level and above). This compares with 46

in the previous biennium (see A/63/310/Add.2, table 7). **The Committee notes the reduction and emphasizes that, in accordance with section XI, paragraph 4, of General Assembly resolution 63/250, employment of retirees in decision-making positions should occur only in exceptional circumstances.**

94. The Advisory Committee notes the information provided in the report of the Secretary-General on consultants and individual contractors (see A/65/350/Add.1, sect. IV). In this connection, the Committee recalls section XI, paragraph 2, of General Assembly resolution 63/250, in which the Assembly, inter alia, stressed that consultants should be drawn from the widest possible geographical basis.

IX. Activities of the Ethics Office

95. The fifth annual report of the Secretary-General on the activities of the Ethics Office (A/65/343) provides an update on the volume of requests handled; advice and guidance activities; training, education and outreach efforts; the protection of staff against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations; standard setting and policy support activities; and the implementation of and future directions for the financial disclosure programme. It also includes information on the activities of the United Nations Ethics Committee and the United Nations Ethics Network, which have focused on harmonizing policies and ethical practices among the United Nations and its separately administered organs and programmes.

96. In paragraphs 56 to 58 of its report on human resources management (A/64/518), the Advisory Committee discusses the draft System-wide Code of Ethics for United Nations personnel, which is under preparation by the Ethics Office. The Committee had questioned the relationship between the draft Code and the Staff Regulations and Rules, on the one hand, and the International Civil Service Commission standards of conduct for the international civil service on the other. Upon enquiry concerning the status of the draft Code, the Advisory Committee was informed that the Ethics Office had consulted with the Commission secretariat concerning the draft Code and that the Office would contribute to the Commission review of the standards of conduct scheduled to commence in 2011. **In the Advisory Committee's view, an ethics manual would be a useful means of codifying guidance, which could be updated on a regular basis through the issuance of bulletins.**

97. A handbook is under preparation for staff to be entitled "Navigating the UN: A staff member's guide on obtaining advice and guidance, resolving grievances, reporting wrongdoing or appealing a decision". The Committee was informed that it was expected to go to press before the end of 2010. **The Committee welcomes this development and stresses the need for continuing coordination among the mechanisms for reporting misconduct and resolving grievances in order to ensure that their functions do not overlap and that staff understand the roles of each of the entities and their interrelationship.**

98. With regard to the ongoing issue of whether to continue to outsource the financial disclosure programme, the Secretary-General has reported that, in the first half of 2010, a consulting firm conducted a study of the relative advantages and disadvantages of reverting to in-house financial disclosure functions. In paragraphs 73 to 81 of his report (A/65/343), the Secretary-General described the methodology

used in the study. As indicated in paragraph 77, the study identified three main components required for a fully functioning financial disclosure programme: review and verification of financial disclosure filings; financial disclosure system administration; and reporting. The first two components are currently outsourced, while the third is carried out by the Ethics Office. The Committee was informed that the cost of the study amounted to $114,220 and that it would be finalized shortly. A high-level advisory group has been established to examine the findings.

99. The matter of how to handle the financial disclosure programme has been at issue since its inception in 2006. **The Advisory Committee has commented on the need for an in-depth study in this regard as far back as the sixty-second session of the General Assembly (see A/62/7, para. I.17). The Committee expects that the study of the consultants will be finalized expeditiously and the findings implemented as soon as possible.**

100. As indicated in paragraph 32 of the report (A/65/343), pursuant to the United Nations policy on protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations (ST/SGB/2005/21), the Ethics Office receives complaints of retaliation and conducts a preliminary review to determine whether the complainant engaged in a protected activity and, if so, whether the protected activity was a contributing factor to the alleged retaliation. Once a prima facie case has been determined to exist, the policy shifts the burden of proof onto the Organization, requiring the Administration to show that it would have taken the same alleged retaliatory action absent the fact that the individual reported misconduct or cooperated with a duly authorized audit or investigation.

101. As noted in paragraph 55 of the report of the Advisory Committee (A/64/518), a lacuna in the above-mentioned policy came to light during the 2008-2009 reporting cycle, in that after the Ethics Office had determined the existence of a prima facie case of retaliation and referred it to the Office of Internal Oversight Services (OIOS), the latter declined to proceed with the investigation. Subsequently, the Office of Legal Affairs confirmed that, on the basis of General Assembly resolution 48/218 B, OIOS had the discretionary authority to decide whether or not to investigate a matter.

102. In paragraph 83 of his report (A/65/343) the Secretary-General requested the General Assembly to consider (a) amending the mandate of OIOS to include a specific obligation to investigate all prima facie cases of retaliation referred to it under the terms of ST/SGB/2005/21, as a means for the Administration to discharge the burden of proof; or (b) amending the provisions of ST/SGB/2005/21 to allow for the establishment of an alternative investigating mechanism to deal with cases in which, owing to a conflict of interest, OIOS cannot investigate a matter or where, at its own discretion, OIOS decides not to investigate a matter. The Committee was informed that, if the latter option is approved, the question of a funding source for the alternative investigating mechanism would need to be addressed.

103. **It is clear to the Advisory Committee that the effective functioning of a system of protection against retaliation depends on the possibility of investigation. The Committee recommends that the Secretary-General urge OIOS, as a matter of practice, to investigate cases where the Ethics Office considers that there is a prima facie case. With respect to the issue of conflict of interest, the Committee notes that paragraph 5.10 of the Secretary-General's**

bulletin on the policy for protection against retaliation (see ST/SGB/20005/21) foresees the potential for this:

> **"5.10 Where, in the opinion of the Ethics Office, there may be a conflict of interest in OIOS conducting the investigation [...], the Ethics Office may recommend to the Secretary-General that the complaint be referred to an alternative investigating mechanism."**

Taking into account the above considerations, the Advisory Committee sees no reason for the General Assembly to amend the mandate of OIOS and thus for the Secretary-General to amend the provisions of ST/SGB/2005/21. Nor is there a reason for the Ethics Office to create its own investigative capacity.

104. In paragraph 84 of the report (A/65/343), the Secretary-General also referred to the need to amend the terms of reference of the Ethics Office to ensure that it can preserve and maintain the complete confidentiality of all information relating to the performance of its operational mandates. This is in response to unforeseen consequences of the new system of administration of justice. As explained in paragraph 38 of the same report, in a case before the United Nations Dispute Tribunal, the Tribunal ordered that a confidential OIOS investigation report provided to the Ethics Office be released to the complainant. In the view of the Secretary-General, the release of confidential OIOS reports could have a negative effect on the ability of the Office to discharge its responsibilities in protection against retaliation cases. The report indicates that consultations on this issue are under way within the Secretariat.

X. Practice of the Secretary-General in disciplinary matters and possible criminal behaviour

105. The report on the practice of the Secretary-General in disciplinary matters and possible criminal behaviour (A/65/180) was submitted in response to General Assembly resolution 59/287, in which the Assembly requested the Secretary-General to inform Member States on an annual basis about all actions taken in cases of established misconduct and/or criminal behaviour and the disciplinary action, and, where appropriate, legal action taken in accordance with established procedures and regulations. The report provides a broad overview of the administrative machinery in disciplinary matters, a summary of the cases in respect of which the Secretary-General imposed a disciplinary measure during the reporting period and information on the practice of the Secretary-General in cases of possible criminal behaviour.

106. Effective 1 July 2009, a new system of administration of justice came into force at the United Nations. A comparison of the handling of disciplinary matters under the former system and the new system is presented in the annex to the report of the Secretary-General (A/65/180).

XI. Measures taken to address systemic human resources issues raised by the Office of the United Nations Ombudsman and Mediation Services

107. The report of the Secretary-General on measures taken to address systemic human resources issues raised by the Office of the United Nations Ombudsman and Mediation Services (A/65/332) is submitted pursuant to General Assembly resolutions 64/233 and 63/252. The report provides responses on measures taken with respect to systemic issues identified in the report of the Office of the United Nations Ombudsman and Mediation Services (A/64/314) in the areas of:

(a) Career progression and development, including performance management, recruitment and selection, official status files and contract management;

(b) Leadership and managerial effectiveness, specifically abuse of power;

(c) Investigatory processes for alleged misconduct;

(d) Academic qualifications;

(e) Maternity leave;

(f) Staff referral for medical evaluation;

(g) Coverage for trauma and post-crisis care.

108. The Advisory Committee notes that this is the first report on measures taken to address systemic issues identified by the Office of the Ombudsman and Mediation Services. **In the Committee's view, the usefulness of these reports would be enhanced by more concrete elaboration of the issues by the Ombudsman and Mediation Services, and more specific responses to these issues by the Secretary-General.**

109. The Advisory Committee further addresses activities of the Office of the Ombudsman and Mediation Services in the context of its report on the administration of justice.

Annex I

A. List of family and non-family missions as of 30 June 2010

Mission	*Location*	*Number of international staff*
Family missions (including United Nations Logistics Base)		
Cameroon-Nigeria Mixed Commission	Dakar	12
Office of the Special Adviser of the Secretary-General on Cyprus	Nicosia	12
United Nations Disengagement Observer Force	Camp Faouar	39
United Nations Peacekeeping Force in Cyprus	Nicosia	40
United Nations Interim Force in Lebanon	Naqoura	315
United Nations Logistics Base	Brindisi	66
United Nations Military Observer Group in India and Pakistan	Islamabad	23
United Nations Office for West Africa	Dakar	12
United Nations Special Coordinator Office for the Middle East Peace Process	Jerusalem/Gaza	29
United Nations Special Coordinator for Lebanon	Beirut	21
United Nations Truce Supervision Organization	Jerusalem	88
Total family missions		**657**
Non-family missions		
United Nations Office to the African Union	Addis Ababa	9
United Nations Integrated Office in Burundi	Bujumbura	115
United Nations Integrated Peacebuilding Office in the Central African Republic	Bangui	36
United Nations Mission in the Central African Republic and Chad	N'Djamena	409
United Nations Mission for the Referendum in Western Sahara	Laayoune	99
United Nations Stabilization Mission in Haiti	Port-au-Prince	481
United Nations Organization Mission in the Democratic Republic of the Congo	Kinshasa	976
United Nations Operation in Côte d'Ivoire	Abidjan	393
United Nations Assistance Mission in Afghanistan	Kabul	347
United Nations Assistance Mission for Iraq	Baghdad	326
African Union-United Nations Hybrid Operation in Darfur	El-Fasher	1 120
United Nations Integrated Peacebuilding Office in Guinea-Bissau	Bissau	41
United Nations Integrated Peacebuilding Office in Sierra Leone	Freetown	33
United Nations Interim Administration Mission in Kosovo	Pristina	141
United Nations Mission in Liberia	Monrovia	433
United Nations Mission in Nepal	Kathmandu	43
United Nations Mission in the Sudan	Khartoum	873
United Nations Integrated Mission in Timor-Leste	Dili	352
United Nations Political Office for Somalia	Nairobi	40
United Nations Regional Centre for Preventive Diplomacy for Central Asia	Ashgabat	7
United Nations Support Office for the African Union Mission in Somalia	Nairobi	86
Total non-family missions		**6 360**
Grand total		**7 017**

B. Current non-family duty stations that could be designated as family duty stations based on the current security assessment

Mission	*Location*	*Number of staff*
Peacekeeping operations		
United Nations Stabilization Mission in Haiti	Santo Domingo	67
United Nations Mission for the Referendum in Western Sahara	Laayoune	95
United Nations Organization Stabilization Mission in the Democratic Republic of the Congo	Entebbe	52
	Pretoria	4
	Kigali	3
	Kigoma	2
Subtotal		**61**
United Nations Integrated Mission in Timor-Leste	Baucau	10
	Dili	324
	Maliana	8
	Oecussi Ambeno	5
	Suai	8
Subtotal		**355**
United Nations Mission in the Sudan	Khartoum	228
United Nations Office to the African Union	Addis Ababa	16
African Union-United Nations Hybrid Operation in Darfur	Khartoum	47
	Entebbe	7
Subtotal		**54**
United Nations Interim Administration Mission in Kosovo	Belgrade	7
	Skopje	1
Subtotal		**8**
United Nations Support Office for the African Union Mission in Somalia	Nairobi	86
Subtotal		**86**
Subtotal peacekeeping operations		**970**
United Nations Integrated Peacebuilding Office in the Central African Republic	Bangui	31
United Nations Assistance Mission for Iraq	Amman	206
	Kuwait City	114
Subtotal		**357**
United Nations Integrated Peacebuilding Office in Guinea-Bissau	Bissau	30
United Nations Integrated Peacebuilding Office in Sierra Leone	Freetown	31
United Nations Mission in Nepal	Kathmandu	43

Mission	*Location*	*Number of staff*
United Nations Political Office for Somalia	Nairobi	40
United Nations Regional Centre for Preventive Diplomacy for Central Asia	Asghabat	8
Subtotal special political missions		**503**
Total		**1 473**

C. Breakdown of rest and recuperation costs peacekeeping operations and special political missions

Mission	*Location*	*Rest and recuperation location*	*Cycle (weeks)*	*Annual trips*	*Number of staff*	*United States dollars*				
						Estimated travel expenses per trip per person	*Total travel expenses for all staff*	*Lump-sum per person per trip*	*Total lump sum for all staff*	*Total travel and lump sum*
United Nations Integrated Office in Burundi	Burundi	Nairobi	8	5	121	500	302 500	750	453 750	756 250
United Nations Integrated Peacebuilding Office in the Central African Republic	Central African Republic	Yaounde	12	2	24	700	33 600	750	36 000	69 600
United Nations Mission in the Central African Republic and Chad	Chad	Addis Ababa	8	5	419	1 275	2 671 125	750	1 571 250	4 242 375
United Nations Mission for the Referendum in Western Sahara	Laayoune	Las Palmas	12	3	96	850	244 800	750	216 000	460 800
United Nations Stabilization Mission in Haiti	Haiti	Santo Domingo	6	6	477	300	858 600	750	2 146 500	3 005 100
United Nations Organization Mission in the Democratic Republic of the Congo	Democratic Republic of the Congo	Nairobi	8	5	1 000	1 000	5 000 000	750	3 750 000	8 750 000
United Nations Operation in Côte d'Ivoire	Côte d'Ivoire	Accra	12	3	398	400	477 600	750	895 500	1 373 100
United Nations Assistance Mission in Afghanistan	Afghanistan	Dubai	6	6	330	700	1 386 000	750	1 485 000	2 871 000
United Nations Assistance Mission for Iraq	Iraq	Amman	4	8	107	0	0	750	642 000	642 000
African Union-United Nations Hybrid Operation in Darfur	Darfur	Nairobi	6	6	1 091	700	4 582 200	750	4 909 500	9 491 700
United Nations Interim Force in Lebanon	Tyre	Beirut	12	3	319	0	0	750	717 750	717 750
United Nations Integrated Peacebuilding Office in Guinea-Bissau	Bissau	Dakar	12	3	10	380	11 400	750	22 500	33 900
United Nations Integrated Peacebuilding Office in Sierra Leone	Sierra Leone	Dakar	16	2	29	700	40 600	750	43 500	84 100

Mission	*Location*	*Rest and recuperation location*	*Cycle (weeks)*	*Annual trips*	*Number of staff*	*United States dollars*				
						Estimated travel expenses per trip per person	*Total travel expenses for all staff*	*Lump-sum per person per trip*	*Total lump sum for all staff*	*Total travel and lump sum*
United Nations Interim Administration Mission in Kosovo	Pristina	Ljubljana	8	5	146	500	365 000	750	547 500	912 500
United Nations Mission in Liberia	Liberia	Dakar	8	5	450	1 230	2 767 500	750	1 687 500	4 455 000
United Nations Mission in the Sudan	Khartoum	Nairobi	8	5	830	650	2 697 500	750	3 112 500	5 810 000
United Nations Integrated Mission in Timor-Leste	Dili	Darwin	16	2	359	800	574 400	750	538 500	1 112 900
United Nations Military Observer Group in India and Pakistan	Pakistan	Istanbul	6	6	23	725	100 050	750	103 500	203 550
United Nations Regional Centre for Preventive Diplomacy for Central Asia	Turkmenistan	Istanbul	16	2	8	450	7 200	750	12 000	19 200
Office of the United Nations Special Coordinator for the Middle East Peace Process	West Bank	Amman	8	5	27	250	33 750	750	101 250	135 000
Total							**22 153 825**		**22 992 000**	**45 145 825**

Annex II

Timeline for staff eligible to a continuing contract 2011 to 2020 (current staff on board on fixed-term contracts with continuous service effective any time after 30 June 2004 and assuming all continues "as is")

Population data as at July 2010

Table 1 projects the pattern of eligibility for a continuing contract of the current staffing population until 2015, by year and by the different years of service requirement scenario.

Table 2 extends table 1 into the period 2016-2020 with the same reporting parameters (by year and by eligibility scenario) for the remainder of the current population.

Table 1

	Five years of continuous service				*Seven years of continuous service*				*Eight years of continuous service*				*Nine years of continuous*				*Ten years of continuous service*			
Year	*P & D*	*FS*	*GS*	*MLS*	*P & D*	*FS*	*GS*	*MLS*	*P & D*	*FS*	*GS*	*MLS*	*P & D*	*FS*	*GS*	*MLS*	*P & D*	*FS*	*GS*	*MLS*
2011	1 073	330	1 152	3 833	144	40	182	465												
2012	619	271	579	2 490	393	159	456	1 267	144	40	182	465								
2013	816	329	624	2 930	536	131	514	2 101	393	159	456	1 267	144	40	182	465				
2014	2 895	2 451	637	4 414	619	271	579	2 490	536	131	514	2 101	393	159	456	1 267	144	40	182	465
2015	541	61	218	1 177	816	329	624	2 930	619	271	579	2 490	536	131	514	2 101	393	159	456	1 267
Subtotal	**5 944**	**3 442**	**3 210**	**14 844**	**2 508**	**930**	**2 355**	**9 253**	**1 692**	**601**	**1 731**	**6 323**	**1 073**	**330**	**1 152**	**3 833**	**537**	**199**	**638**	**1 732**
Total		**27 440**				**15 046**				**10 347**				**6 388**				**3 106**		

Table 2

	Five years of continuous service				*Seven years of continuous service*				*Eight years of continuous service*				*Nine years of continuous*				*Ten years of continuous service*			
Year	*P & D*	*FS*	*GS*	*MLS*	*P & D*	*FS*	*GS*	*MLS*	*P & D*	*FS*	*GS*	*MLS*	*P & D*	*FS*	*GS*	*MLS*	*P & D*	*FS*	*GS*	*MLS*
2016					2 895	2 451	637	4 414	816	329	624	2 930	619	271	579	2 490	536	131	514	2 101
2017					541	61	218	1 177	2 895	2 451	637	4 414	816	329	624	2 930	619	271	579	2 490
2018									541	61	218	1 177	2 895	2 451	637	4 414	816	329	624	2 930
2019													541	61	218	1 177	2 895	2 451	637	4 414
2020																	541	61	218	1 177
Subtotal					**3 436**	**2 512**	**855**	**5 591**	**4 252**	**2 841**	**1 479**	**8 521**	**4 871**	**3 112**	**2 058**	**11 011**	**5 407**	**3 243**	**2 572**	**13 112**
Total						**12 394**				**17 093**				**21 052**				**24 334**		

Notes on the population: 27,440

27,440 is the eligible population as at 1 July 2010, which includes:

8,230 staff with international status

4,366 staff with non-international status (locally recruited other than at peacekeeping operations)

14,844 locally recruited staff with appointments limited to peacekeeping and political missions/offices

For the purpose of this analysis, the population was projected "as is", without consideration of retirements, separations (various reasons), closing down of offices, etc.

Abbreviations:

P & D Staff in the Professional and Director category

FS Staff in the Field Service category

GS Locally recruited staff other than at peacekeeping operations: GS, NO (national officer), TC (Trades & Craft), Security category, LT (Language teachers), PIA (Public Information Assistant)

MLS Mission-limited locally recruited staff: GS and NO limited to peacekeeping and political missions/offices